

Office of Science Restructuring Project Communications Plan 3/17/03 Update

I. Background

On July 23, 2002, the Office of Science announced the kickoff of a Restructuring Project to realign the SC Headquarters and Field structure in order to streamline and improve management. This project, which involves approximately 900 SC employees, will result in significant changes in the organization and the way it does business. New organization structures and reporting relationships will be drawn and processes will be reengineered to improve efficiency and effectiveness.

The success of this process depends on full and effective communications with employees and stakeholders during planning, implementation, and subsequent operations in the out-years. Employees will need to be kept informed to avoid unnecessary concern, to provide information they will need to cope with change, and to permit them to participate in the process of change with their best, most informed efforts. Stakeholders will similarly need information to assure them that their concerns and interests are being addressed and that appropriate opportunities for feedback and comment are provided.

For the above reasons, Project Communications has been designated a major element in the Project Plan and will be managed, along with other Project activities, under a Work Breakdown Structure (WBS) using project management tools.

This plan is intended to provide the basic strategic framework for these communications and to identify the programs, activities and tools that will be used to implement it. It will be supplemented with specific plans for individual events and milestones, such as the rollout of key decisions, major milestones, and opportunities for involvement. Some of these specific plans cannot be developed until the project progresses, decisions are made, schedules are defined, and implementation issues are known.

This plan will be updated as necessary and posted to the Web Site when changes are approved by the Project Manager.

II. Organization

A lead for Project Communications has been appointed and sub-team assembled to plan and implement this activity:

Lead: Gary Pitchford Chicago Operations Office

Mike Berriochoa Pacific Northwest National Laboratory
Sandra Geib Chicago Operations Office

Charlene Pugh
Jeff Sherwood
Steve Wyatt

Oakland Operations Office
DOE Headquarters
Oak Ridge Operations Office

III. Approach

This plan reflects the following philosophy of approach to communications that SC will use in this effort:

- SC employees are the most important audience for this plan. Meeting their needs and addressing their concerns are top priorities.
- SC needs the active participation of its employees in the restructuring and reengineering processes. Communications activities will be focused on facilitating that involvement.
- Project communications need to be two-way. Questions, comments, and feedback from employees are needed to assure Project success.
- Communications and involvement activities will be keyed to Project milestones and decision points, with priority given to meeting employee needs and providing productive employee feedback and input to the Project Team.
- A Project Web Site has been established to provide a rapid, comprehensive communications and feedback mechanism, although, as much as possible, face-to-face communication and interaction with employees in their home organizations will be emphasized. The site will continue to be evaluated and developed throughout the project.
- Information flow on the Project will be open and candid. Every effort will be made to share Project documents and materials freely with employees.
- Information and its distribution will reflect the OneSC principle and emphasize that this effort is organization-wide, and that no one segment has been singled out. To support this objective, where appropriate, information will be distributed through local distribution systems as part of routine management communications, as opposed to top-down distribution from Headquarters.

IV. Audiences

Although SC employees will be the first priority, this plan will seek to meet the information and involvement needs of multiple audiences:

DOE Employees

Office of Science

Headquarters

- Office of the Director
- Associate Directors/Office Directors
- Germantown Staff
- Forrestal Staff

Field

Berkeley Site Office

Chicago Operations Office

- Ames Area Office
- Argonne Area Office
- Brookhaven Area Office
- Fermi Area Office
- Princeton Area Office
- Environmental Measurements Laboratory (EM)
- New Brunswick Laboratory (NA)

Oak Ridge Operations Office

- Oak Ridge National Laboratory Site Office
- Thomas Jefferson National Accelerator Facility Site Office

Office of Scientific and Technical Information

Pacific Northwest Site Office (RL)

Stanford Site Office

Laboratories, grantees and facility users

Offices Providing Business Support to the Office of Science

National Nuclear Security Administration

- Service Center (Oakland)

Assistant Secretary for Environmental Management

- Richland Operations Office

Other DOE Organizations

Unions

Elected Officials

Local Congressional Representatives
Local Government Officials

Local Communities, Non-Governmental Organizations and Business Interests**News Media****V. Activities****Phase One**

Phase One communications activities will be focused on two major segments of project activity:

- Communications prior to formal approval of the OneSC Team Recommendations, and;
- Announcement and rollout of the new SC organization.

Communications Prior to Formal Approval

Following preliminary approval of the OneSC Team proposal by the SC Leadership, the OneSC Team will begin communicating the broad conceptual outline of this proposed new organization with appropriate Departmental elements to prepare the way for formal approval. These interactions will include a meeting of the SC Leadership with Associate Directors and Field/Site Managers to brief them on project status and next steps.

As part of this process, the OneSC Team will lead or support a number of communications activities intended to support sending clear, recurrent, and consistent messages explaining the status of the reorganization proposal to the SC organization and stakeholders:

Deliverables:

- **Communications Support to SC Leadership –**
 - The OneSC Team will support Dr. Orbach in key internal SC communications, including meeting with the SC Executive Steering Committee on the broad conceptual outline of the proposed new SC organization.
 - At key milestones prior to formal announcement the OneSC Team will assist Dr. Raymond Orbach in developing email communications to all SC

employees to address the current status of the OneSC Project, new information on schedule, and issues/questions arising from the internal briefings on the OneSC organizational concept, to the extent that these can be addressed at the time. This mechanism will continue to be used as one tool to keep the SC organization informed about the status of reorganization through the formal announcement, implementation, and reengineering;

- **Union Briefings:** - During the Proposal approval process, the OneSC Team will brief union representatives about the OneSC Proposal;
- **Web Site Q& A Feature -** The OneSC Project Team anticipates that the Question and Answer feature on the Web Site will play a key role during this period in responding to rumors and assuring that SC employees and stakeholders continue to have access to accurate information;
- **Briefing Materials** - The OneSC Team will refine briefing materials and develop one or more simple fact sheet(s) on the new organization proposal reflecting basic messages that attempt to anticipate employee and stakeholder questions. These materials will be made available via the Web Site as soon as the formal coordination/approval process permits. They will also be important tools for future interactions with employees and stakeholders in meetings and briefings.

Announcement and Rollout of the New Office of Science Organization

Formal announcement of the new Office of Science organization is expected to include three elements with somewhat differing communications issues and challenges:

- Details of the new organizational structure;
- Key leadership appointments in the new organization; and
- Plans for the implementation of the new organization.

The Communications Plan for this aspect of the OneSC Project will attempt to identify specific issues associated with these elements and to anticipate employee and stakeholder needs in the development of communications products and activities.

Deliverables:

The major communications tools to be used in this effort will be:

- **OneSC Web Site** – The Project will continue to use the Web Site as the primary means of distributing information, particularly key documents, to the SC organizations and stakeholders, as well as a means of receiving and responding to questions, suggestions, and comments. To the extent possible, new information available on the site will be brought to the attention of employees and stakeholders through email, on-going community communications, and the “What’s New! feature on the site itself;

- **Individual Briefings** – Key stakeholders, including selected elected officials, Congressional committees, union representatives, community leaders, and appropriate internal DOE leadership will be offered individual briefings. Some of these will occur prior to general public announcement of the new organization, as appropriate.
- **Briefing materials** – a briefing package will be developed, to include:
 - PowerPoint Presentation on the new organization;
 - Organization chart and related materials;
 - List of key leadership appointments;
 - Draft Press Release;
 - Fact Sheet(s)
 - Questions and Answers reflecting anticipated employee concerns and issues
- **Meeting with SC Leadership**– Dr. Orbach and Ed Cumesty will meet with, brief, and take questions from the Associate Directors and field/site managers prior to announcement. The meeting will be offered via video teleconference to participants who cannot attend in Washington.
- **All SC Message** – Dr. Orbach will send a message to all SC employees informing them of the anticipated organizational announcement and inviting their participation in All-Hands meeting/video teleconference.
- **Announcement Day Activities** – These will include:
 - **Press Release** – A DOE Press release on new SC organization and key leadership appointments will be released from Washington and SC field organizations;
 - **Internal Announcement** - An internal announcement from Ray Orbach will be made to the SC organization;
 - **All Hands Meeting** - Dr. Orbach and Ed Cumesty will meet with, brief and take questions from SC Headquarters and field employees in an All Hands meeting to take place in Washington on announcement day. SC field organizations will participate by video teleconference. To the extent possible, a OneSC Team member will participate and represent the Team at each site and assist in Q&A and discussion as appropriate following the video teleconference.
 - **Materials on Web Site** - Announcements, Fact Sheet(s), Q&A, and the new SC organization chart will be posted on OneSC site;
 - **National Media Interactions** - If SC and the HQ Office of Public Affairs determine that there is sufficient news media interest, a media availability will be held with science writers and energy trade press–Dr. Orbach. Dr. Decker, and/or Ed Cumesty will participate;
 - **Media Interviews** – Even if it is decided that there is insufficient interest for a media availability, interview requests may be received from individual media outlets. SC will coordinate with the Office of Public Affairs in arranging interviews with Dr. Orbach, Dr. Decker, and/or Ed Cumesty, as appropriate.

- **Local Media Interactions** – Site and Field Managers will interact with local media at each SC site, as necessary, supported by local OneSC Team members.
- **Post Announcement Day Activities**
 - **Small group meetings in Headquarters** – As needed, Jim Decker and Ed Cumesty will meet with specific SC Headquarters organizations for small group meetings to address specific concerns and issues raised by the restructuring.
 - **Video teleconference with community leaders and stakeholders** – As necessary, on or shortly after announcement day, Dr. Orbach and Ed Cumesty could speak via video teleconference with concerned community leaders regarding the impacts of changes in organizational and staff alignments as a result of Restructuring. The OneSC Project will rely on the recommendations of local DOE organizations in determining the need for such video meetings with local stakeholders.
 - **Implementation Site Visits** –The OneSC Team will visit SC organization sites to discuss implementation of the Restructuring and the start of the Phase 2 Reengineering activities. Such visits may follow announcement by days or weeks, as the OneSC Project transitions into Phase 2.
 - **Phase 1 Communications Evaluation** – The OneSC Communications Sub-team will evaluate Project Communications at the conclusion of Phase 1 to determine what changes in approach might be required for Phase 2 and 3. Possible tools include self-assessment, a web-based employee/stakeholder survey, peer review, or evaluation by an external organization. Results of this evaluation will be posted to the OneSC Web Site following approval by the Project Manager.

Communications Activities and Schedule for Phase 2 and Phase 3

Phase 2 - Implementation & Communications (Announcement Day - September 30, 2004); Phase 3 - Completion and Communication (October 1, 2004 - December 31, 2004)

Phase 2 will commence at the latest with the activation of the restructured SC organization. Reporting relationships will be altered to reflect changes in responsibilities and accountabilities, but physical movement of personnel will be kept to the minimum required to operate responsibly. During Phase 2, requirements will be simplified and management systems reengineered. Technical parameters for a web-based management system will be approved and the system brought on line as the vehicle to deliver reengineered processes to users. This effort may further influence resource alignment and personnel assignments, but the use of permanent change of station (PCS) will be kept to a minimum consistent with establishing effective operations and enforceable

accountability. Effective communication with employees will continue to be stressed throughout this phase.

In Phase 3 SC will continue to refine and optimize the alignment of resources with the new organization as the transition to full operations is accomplished. Communications with employees will remain a high priority.

Approach

Team communications efforts will continue to emphasize openness, employee awareness, and employee involvement during Phase 2 and Phase 3. The Web Site will remain the major tool for providing information and obtaining feedback. As more detailed information becomes available about implementation, the Q&A feature of the Web Site should become more important as employees ask more specific questions. As Project plans and schedules are developed, and as issues of concern arise, the Communications Team will draft specific tactical plans and products to meet employee needs and Project objectives.

Site visits, as appropriate, and face-to-face communications will also continue to be important during these Phases.

Deliverables

- Continued operation of the Web Site
- Tactical plans
- Communications products and activities
- Plans for site visits as needed

Appendix A **Completed or On-going Communications Activities**

Communications Activities and Schedule for Phase 1

Project Rollout and First Steps – July 23 through September 20, 2002

The following communications activities were carried out during rollout of the Project and initial implementation activities:

- Prior to announcement, briefings were provided to unions, local Congressional representatives and key committees.

- Office of Science Director Raymond Orbach and Project Manager Ed Cumesty visited Chicago Operations Office and conducted a video teleconference with all SC sites to announce and introduce the project. (July 23, 2002)
- A press release was issued announcing the project. (July 23, 2002)
- A technical support contractor was obtained to support Web Site development.
- The SC Restructuring Project Web Site was launched (July 23, 2002):

<http://www.screstruct.doe.gov>

- Key initial features of the site:

Introductory Message from Raymond Orbach
Fact Sheet
Press Release
Project Plan and associated presentations
Q&A mechanism for asking questions and receiving answers
Links to other relevant information

- Later features added:

Two sets of Q&A (July and August)
Interactive chart of teams and sub teams
Biographies of primary team members
Additional project documents and links
Monthly Team Report
“What’s New!” feature to highlight new information added to site

- The services of an outreach support contractor were obtained to assist in capturing information in employee meetings and making the participation process effective (Peter Bonner & Associates).
- Team visits to all SC sites for employee presentations and Q&A.
- Briefings for Laboratory management during site visits.
- Dr. Orbach and Ed Cumesty visited Oak Ridge and met with employees, Oak Ridge National Laboratory and community leaders to discuss a variety of issues, including the Project.
- Email to all SC employees highlighting new features and materials available on the Web Site.

- Formation of a Communications Sub-Team to assist in planning Project communications and involvement activities. (September 2002)

Deliverables:

- Rollout Communications Plan
- Video Teleconferences for SC Management and Staff
- SC-1 Presentation Draft
- Press Release
- Fact Sheet
- Introductory Message for SC-1
- Establishment of Project Web Site
- Biographies
- Q&A
- Contractor support
- Site meetings
- Formation of Communications Sub-team

All deliverables have been completed or are on-going, such as the Web Site and content, Q&A, periodic messages, etc.

Balance of Phase 1

Communications Plan: A Communications Plan prepared by the Communications Sub-team was posted on the Web Site October 28, 2002, and employees and stakeholders were invited to make comments. The Q&A section of the Web Site has been modified to welcome and process comments and suggestions.

Deliverables: Reflecting recommendations of the Lehman-Gunn Review, a revision and update to the Plan has been developed, approved and posted on the Web Site. Additional revisions and updates will be developed as needed.

Updates on OneSC Team Progress and Sharing of Materials: As the OneSC Team continued its analyses of the As-Is and To-Be states, participated in and responded to the Lehman-Gunn Project Review, developed its recommendations, and carried out other activities called for in the Project Plan, every effort was made to share draft materials with SC employees and stakeholders. However, some materials reflecting the Team's preliminary conclusions and draft recommendations can be shared only after consultations with the SC Leadership and approval of proposed organizational changes by ME and the Deputy Secretary.

Deliverables:

Email to SC employees

- In December of 2002 and January and February of 2003 Dr. Orbach communicated with all SC employees via email about OneSC Project status and to highlight new information being made available on the Web Site.

Additional materials made available on the Web Site since this plan was originally posted to the web site include:

- As-Is analyses for Headquarters, Support Center and Site organizations. This includes narratives, R2A2 Tables, and a Functions and Activities Matrix, as well as updates to some of the tables;
- Additional Question and Answers;
- Announcement of the NNSA Restructuring and it's subsequent "Stand-up;"
- Announcement of the new Manager for Oak Ridge;
- Announcement that "DOE Will Maintain Site Manager Role at Oak Ridge;"
- Dr. Orbach message to SC employees;
- OneSC Team presentation to the Lehman-Gunn Project Review; Final Lehman-Gunn Project Review Report;
- OneSC Team Report on resolution of the comments and recommendations from the Lehman-Gunn Review;
- Information on the "Next Generation Science Contract;" and
- Message to All SC from Dr. Orbach on OneSC Project Status.